

CHAPTER I

INTRODUCTION

1.1 Background

In an organization either private organizations or Government agencies the role of humans is highly instrumental in the implementation of an organization that works in their field are each commonly called employees. Employees are human resources owned by the organization that used to mobilize or manage other resources so that should really be used effectively and efficiently match the real needs of the organization. It is necessary to plan the needs of employees appropriately in accordance with the existing workload and it is supported by the appropriate recruitment process and in accordance with the needs and capabilities of the organization. Mondy and Noe (1996:18) mentioned that: "Human resource planning (HRP) is the process of systematically reviewing human resource requirements to ensure that the required numbers of employees, with the required skills are available when they are needed".

Human resources is a factor that is very instrumental in an organization or Government in providing services to the public (Baedhowi 2007) in Yulliyanti (2009:131). Human resource management is essential in planning purposes. Generally the direction the Organization was expecting good performance of each employee in doing tasks assigned by an organization. An organization realize that human resources constitute the basic capital in the process of nation building and even national, therefore the quality of human resources should be developed

continuously and is directed in order to achieve the objectives that have been established by an organization. One of the activities in the management of human resources is recruitment. Recruitment of employees is an activity to find and attract job applicants with motivation, ability, skills, and knowledge required in order to cover the deficiencies identified in the staffing planning. In this case it is the employees are civil servants.

The steps in the implementation of the recruitment of candidates civil servant based on the Government Regulation number 11 Year 2002 regarding the procurement of civil servants, planning, announcement, applicants, screening, and appointment became civil servants. Recruitment is one of the strategic management functions of Civil Servants (PNS). Recruitment through objective, transparent, and accountable are expected to accrue to the qualified human resources that are capable of perform tasks professionally. Recruitment of candidates civil servants (CPNS) must have a purpose as a networking process all candidates state organizers that has integrity and superior quality, through transparent and accountable recruitment process.

The recruitment of civil servants attracted a large number of job seekers with varying levels and educational backgrounds and experiences to participate in competing for very limited job vacancies provided by each local government. Although employment in various fields is now widely available, but being a Civil Servant (PNS) remains an idol for job seekers. Not only become the interest of job seekers but people who already have jobs still crave the civil servant profession. The civil servants profession becomes an idol and coveted by the society with

various reasons, there are the servant of the State, the obligation of the citizens to immediately take care of his country, respected in various circles and because of his pension guarantee. With the existing reason people become enthusiastic about this one profession.

Every year, the reception of Candidates for Civil Servants (CPNS) always gets the attention of many people, including mass media. Criticisms and attention are often said about the strong nuances of collusion and nepotism in the CPNS selection process. During this time, the process of organizing recruitment and selection of civil servants always have the nuances of corruption, collusion, nepotism, closed, less open, less transparent, and accountable. The procurement process of civil servants in most of the central and local government environments is still considered strong with kinship relationships, emotional ties, territorial networks, family nuances, and aspects of primordialism (Subagyo, 2009: 5).

In every process of procurement, recruitment, and selection of civil servant candidates are often found by officials, legislators and scalper who entrusted a number of names and test numbers to the committee to be considered and pass into civil servants. Such practices can certainly lead to increasing ineffectiveness of bureaucratic performance and can lead to decreased quality of the employees themselves.

Reality that occurs during the process of implementing recruitment CPNS in some areas, where a number of the provisions the implementation of which has been set up should be executed by the parties related directly in the process of acceptance CPNS but in reality less than optimal. This is apparent in some of the

practices of its implementation in several areas in Indonesia where there are some things that should be done transparently and accountably implemented as directed by the above government regulation guidance as above but rather tend to be misunderstood and not carried out consistently and responsibly as an example of the lack of transparency in the results of the implementation of recruitment CPNS. As a result in CPNS recruitment almost always tinged with a sense of dissatisfaction a number of prospective civil servants. For the recruitment process of CPNS on the public track, the issues that people often complain about are related to the transparency of position formation. For example, there is civil servant information in an institution but it does not explain what vacant formation and what classification. A number of other issues in the recruitment process of CPNS tangent to technical issues such as leakage of exam paper to manipulation of field competence test results such as psychology and interview.

The transparency of the process acceptance CPNS is one effort that can be accomplished in order to restore public confidence. Transparency in recruitment CPNS pattern useful to give accurate information, fast, and fully to society. Therefore this information is delivered as an embodiment of the transparency of the Government in the process of recruitment CPNS should not be half-hearted. As mandated in the Explanation of the Law Number 43 – Year 1999 about the changes the ACT number 8 of year 1974 about staffing issues that required a capable civil servants perform duties in a professional manner and take responsibility in the completion of tasks of governance and development, as well as free from corruption, collusion, and Nepotism. A candidates civil servants are

expected to meet the terms set by the Government, as according to the legislation of the Republic of Indonesia number 43 Year 1999 that: "civil servants is every citizen of the Republic of Indonesia the are qualified, appointed by the competent authority and delegated tasks in an Office of the country, or other country assignments, delegated and are hired based on legislation in force ". So that civil servants should be full of loyalty and obedience to the Pancasila, the 1945 Constitution, the State, and the Government in organizing the task of governance and development.

Local governments through the regional Staffing Agency has a very important role in formulate recruitment and selection to find the State apparatus and in accordance with the conditions and the needs of local government, where they will placed and laid the responsibility of the Ministry. To further guarantee the objectivity, transparency, accountability and free from corruption, collusion, and nepotism then test screening Prospective civil servant in an environment of Bkn, which were done using the tools computer or Computer Assisted Test (CAT) (Perka in number 9 of the year 2010). According to the Center for the development of the system of civil servants in Recruitment (2010), this CAT system recruitment model using a computerize approach, which means that the system will run a test CPNS selection the selection by using the computer directly and the results of the assessment through his grade can be seen at the time as well. Use the computerize system makes the CAT as a breakthrough communications technology (ICT) and information in the field of the reform of the Bureaucracy. The application of ICT in government organizations certainly have different

goals. As for the goals of information technology according to Sutarman (2009:17), that is to solve problems, unlock creativity, and increase the effectiveness and efficiency in performing the work. CAT systems developed by BKN for obtaining competent officials in their jobs. CAT system used for recruitment CPNS with basic free of corruption, Collusion and Nepotism because it uses system LJK prone to happen cheating and manipulation of value.

According to Sinambela (2006:6), theoretically the goal of public service is basically satisfy society. To reach contentment that excellent service quality are required, one of which is reflected from the transparency. By having access to different kinds of information, communities and stakeholders can assess the extent of the Government's partiality against their interests and take the right attitude in responding to policies taken by the Government. With the concept of transparency of the information carried by the selection acceptance CPNS through CAT method expected could create a positive opinion toward the Government in organizing the selection acceptance CPNS. The application of Computer Assisted Test (CAT) was first in Indonesia in 2010 is organised by BKN Center. As for the implementation in the region, BKN Center coordinates with BKN Regional Office. In the implementation of the test the regional employee agency cooperates with the amikom campus to carry out the test, because the regional government employee agency does not yet have sufficient number of computers and computer systems to carry out the test.

This problem was chosen because in the process of recruitment and selection of civil servants in the year 2014 is still much going on cheating in its

implementation. Besides that there is something very interesting where the process of recruitment and selection of civil servants using Computer Assisted Test (CAT) system which is also fairly new and also want to know more if there is any other system development at the Regional Employment Agency of Yogyakarta that may be used as an example for other areas.

Based on the explanation above researchers interested to conduct research by determining the appropriate title with the problems that occurred in the city of Yogyakarta, Namely **“Analysis of transparency in the process of recruitment and selection candidates of civil servants (CPNS) in Regional Employment Agency (BKD) Yogyakarta City 2014”**

1.2 Research Question

Based on the background above then the researcher proposed some formulation of the problem as follows:

1. How transparency in the process of recruitment and selection candidates of civil servants (CPNS) in Regional Employment Agency (BKD) Yogyakarta City 2014?

1.3 Research Objectives

According with the formulation of the problems that have been stated before, the objectives of this research are as follows:

1. To know the transparency in the process of recruitment and selection candidates of civil servants (CPNS) in Regional Employment Agency (BKD) Yogyakarta City 2014

1.4 Benefits of research

This research is expected to deliver benefits, there are:

1. Theoretically

Theoretically, the results of this research are expected to contribute to the staffing Regional Employment Agency the study of human resource management and is expected to be additional references and information about recruitment processes CPNS using CAT system held in Regional Employment Agency Yogyakarta City.

2. Practically

a. For Researchers

Researchers conducting the study in order to apply the theory and science of obtained during this study and to find out the process of recruitment and selection Agency held in CPNS Staffing Yogyakarta Year 2014 with various the stages are done. As well as add insights and knowledge about the system of CAT in the process of recruitment CPNS as knowledge capital to follow recruitment CPNS after graduation.

b. for the public

The results of this study are expected to provide additional insight to the community especially in the question of the review of human resource management in particular about the recruitment process and selection of civil servants.

c. for the Government

It is expected that the results of this research can be used as a information, feedback and evaluation on behalf of the Regional Employment Agency of Yogyakarta in improving the process of recruitment and selection of candidates civil servants.

d. For Muhammadiyah University of Yogyakarta

The results of this research can be a source of inspiration for students to do similar research UMY in future.

1.5 Literatur Review

In this sub chapter, the researcher will explain previous literatures as a basis for comparison. Based on the search results related to the same research topic with the current research, found some previous studies that have similarities and differences with research conduct by the author. There are several previous studies that have the same topics and themes for the authors to make reference or comparative material.

Firstly, Ellyta Yullyanti the researcher focuses the research is explain whether any impact of recruitment to the selection, the recruitment impact to the performance and selection impact to the performance of employee of the General Secretariat of Department of Energy and Mineral Resources. The sample of this research is 120 employees. Selection is significantly affected by the recruitment and performance is significantly affected by selection that is the result from this research, however recruitment affected performance by the selection process. In

the research there are similarities that will be studied is to explain about how the process of recruitment and selection in the performance of employee, in addition to having differences in the study with the study authoring the review in the field of department of energy and mineral resources while the study authors review the field of regional personnel agency.

Secondly, Suryadi S. Abdullah this research focused on describe, analyze and know how staffing Agency Regional Performance in Recruitment Candidates for Civil Servants (CPNS) in the province of North Maluku. The constraints in in this research is In this study using qualitative analysis methods that presented descriptively by using indicators of Holloway, there are accountability, efficiency, effectiveness, and equity or fairness. This result from this research are concluded that are normative and procedural already been effective, but there is still infrastructure and is still lacking fraction indicated. In the research there are similarities that will be examined that explains about recruitment of candidates for civil servants, but the difference is to examine the performance while the research compiler is about transparency.

And then, the research from Febrina Wulandari describethe implementation of CAT system in CPNS recruitment in the Regional Office II through the "eight elements of success". The focus of this research is "eight elements of success" (political environment, the leadership, planning, stakeholders, transparency/visibility, budgets, technology and innovation). The results of this study indicate that the implementation of the CAT system in Surabaya Regional Office II BKN has been going well though encountered some

obstacles. It can be known through the implementation of elements of the type of political environment TDP (Top Down Projects), elements are fully responsible leadership in the implementation of the CAT system to run properly, which is planning elements realized well, elements that stakeholders have a good cooperation and communication, element transparency / visibility that can be realized through CAT system from questions of the participants who had high levels secret score obtained results can be seen immediately after the test, and a passing grade is used as a standard value, element budgets that can demonstrate the efficiency of every year enough to care for the computer, which is said to be an advanced technology elements of the previous system, and elements of innovation can be seen from the effectiveness and efficiency of the CAT system. In the research there are similarities that will be examined that explains about recruitment of candidates for civil servants, but the difference is the focus on the system implementation of CAT method while the compiler research is about transparency.

Another research, from Veti Tutu discusses that in her research focusing in the discussion on the issue of the implementation of good governance in the process of Staffing in the recruitment in the Agency's employees of the city of Manado. This research are aims to find out how the implementation of good governance in the process of recruitment of the civil servant in staffing agency Manado City . Based on research done then it is known that there is a good and clear communication regarding the process of Staffing of the Agency's employees in the recruitment area of the city of Manado; the availability of resources that

support such as human resources and means as well as infrastructure in the recruitment employees; the level of honesty and commitment to employee-owned well enough; as well as the bureaucratic structure that is not such a convoluted process of recruitment which made online to anticipate going wild charges, already felt good. In terms of transparency and accountability in the process of recruitment has been very good but there are still some things that need to be enhanced to further improve the quality of existing employees. In the research there are similarities that will be examined that explain about the recruitment of candidates for civil servants, but the difference is the focus on good governance implementation system while the research compiler is about transparency.

In addition, the research was done by Istyadi Insani to analyzed furthermore known that one of cause is lack of quality human resources in local finance management. Implementable efforts to overcome problems are capacities local human resources development in finance management pass by course and non-course and recruited to fulfil urgent requirement. In order to obtained optimal result then development local human resources must entangles in synergic institution that related to management of local finance. Proven from BPK inspection result (2004-2007) that show obsolence of quality management and responsibility of local government financial are seen from transparency and accountability indicators. In the research there are similarities that will be examined is to explain the process of transparency, but the difference is the focus on transparency and accountability in finance management system while the

research compiler is about transparency in the recruitment and selection civil servants.

1.6 Theoretical Framework

Theoretical framework is a literature review related to the theory to be discussed in his research. In conducting a research, it requires theory as basis of the research before collecting data. To support this study, the researcher employed several theories that are related to the subject. The following study theories that will be discussed in this research are:

1.6.1 Human Resources Management

Rivai (2009: 1), Human Resource Management is one of the areas of general management covering aspects of planning, organizing, implementing, and controlling. This process is in the function or area of production, marketing, finance, and personnel. Because Human Resources Management is considered an increasingly important role in achieving corporate goals, then the experience and results of research in the field of HRM systematically in what is called Human Resources Management. The term management means the collection of knowledge about how human resources should be managed.

Gomes (1999: 4) states that human resources as one source within the organization include all persons performing certain activities. Human resources elements include the capabilities of attitudes, values, demographic needs and characteristics, which usually influenced by the surrounding environment such as norms and community values. S.P.Hasibuan (2006: 10) Human resource

management is the science and art of managing relationships and the role of labor to be effective and efficient in helping the realization of organizational goals, employees, employees and society.

Suradinata (1996:15) describes the human resource management is the process of controlling based on management functions against power sourced from human based management functions, which are not managed in Person but the power substance, and not just manage the capabilities of physical power that is reflected on the skills is high but rather leads to the ability to manage resources and brain power that is reflected at the heart of intellectual Intelligence, Emotional Intelligence and Moral Intelligence

According to Faustino Cardoso Gomes (2003:2) human resource management is to manage human resources. Of the total resources available within an organization, either public or private organizations, a resource is people's most important and crucial. Human resource is the only resource that has sense, feelings, desires, abilities, skills, knowledge, encouragement, resources and papers. The only resources that have ratio, flavor, and intention. All the human resources potential of the very influential towards the efforts of the Organization in the achievement of its objectives.

According to Handoko (2008: 3) in his book entitled "Personnel and Human Resource Management" says as follows: Human Resource Management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. According to Pearl (2004: 15) Human Resource Management is a process of planning, organizing, directing and

supervising, procurement activities, development, compensation, integration, maintenance and release of human resources in order to achieve various goals of individuals, organizations and communities.

Cushway (1999:6) human resource management is a series of shared, processes, and activities designed to support the objectives of the organization by way of integrating the needs of organizations and individuals. Next Cushway (1999:6) explains, the purpose of Human Resources Management are :

- 1) The giving of advice to management about the wisdom of Human Resources Management to ensure the organization has a high-motivated and high-performing workforce.
- 2) Implement and maintain all Human Resources Management policies and procedures necessary to ensure achievement of the objectives of the organization.
- 3) Helps the development directions and strategies of the Organization as a whole towards in terms of Human Resources Management.
- 4) Provides assistance and create conditions for achieving the objectives.
- 5) Overcome the crisis and the difficult situation in the relations between employees in the achievement of the objectives of the organization.
- 6) Provide communications between employees or employees with the management of the organization.
- 7) Acts as a guarantor of an organizational value standard in the areas of Human Resources Management

Simamora (2001) in Sanusi 2012 argues that Human Resources Management focuses its discussion on organizing Human Resources Management. The main task of Human Resources Management is to manage the human resources well through the leadership process in order to obtain the performance of human resources in performing its functions and duties within the organization.

1. Procurement of Human Resources

Preparatory and procurement activities include many activities including job analysis activities, namely activities to find out the positions that exist within the organization and the tasks undertaken. As a foundation for human resource planning activities, predicting the needs of the workforce in the present and future, both in number and in expertise or types (Marihot, 2002: 4).

According to Nurs, (2003: 111) added that Recruitment here means procurement, which is a process of filling the formation of vacant form, from planning, announcement, application, screening up to appointment and placement. Procurement is meant here more widely meaning, because the procurement can be one of the efforts of utilization. So the procurement here is the effort of finding candidates from within the organization and from outside to fill positions that require qualified human resources.

2. Human Resource Development

Human resource development is a necessity of any institution or company that wants a survival and anticipation of environmental changes both internal environment and external environment (Sanusi, 2012: 32). According to Werther

& Davis, (1986, in Sanusi, 2012) human resource development is an increasingly important aspect in organizations. The development of human resources prepares individuals to take responsibility for future work. At the same time, it is an effective way to address some of the challenges that include employee obsolescence, sociotechnical changes and labor turnover.

3. Evaluation of Human Resources

According to Ilyas, (2003: 90 in Ferdian, 2013: 6) performance appraisal is the process of assessing the work of personnel in an organization through performance appraisal instruments. Essentially, performance appraisal is an evaluation of the performance of personnel by comparing it with standard performance standards.

1.6.2 Definition of Recruitment and Selection

1.6.2.1 Recruitment

Recruitment by Mathis and Jakson (2001:273) is a process that produces a number of qualified applicants for employment in a company or organization. This is in line with the opinion Irawan et al. (1997) in Yulliyanti (2009:132) that recruitment is a process to get qualified personnel to work for companies or agencies. While according to other experts mentioned that recruitment is the process of finding, finding, inviting, and assigning a number of people, both from within and outside the company as a candidate with certain characteristics as defined in Human Resources Management planning (Samsudin, 2006) in Yulliyanti (2009:2).

According to Darma (2004) in S.Siregar (2015:13) "that the placement of Candidates for Civil Servants shall be performed after being graduated from the selection and submitting the administrative requirements and given the identity number of the civil servant candidate and placed according to the formation designated by observing the education and experience it possesses. Thus the placement to each civil servant candidate is adjusted to the needs of the organization should be based on the principle of right man in the right place."

According Hasibuan (2008: 28) interpret recruitment as the process of withdrawal, selection, placement, orientation, and induction to get employees effectively and efficiently help achieve the goals of the company. Siagian (2006: 102) defines it as a process of seeking, finding and attracting capable applicants to be employed within and by an organization. According to Henry Simamora (2004: 170) states that "Recruitment is a series of activities seeking and attracting job applicants with the motivation, ability, expertise, and knowledge needed to cover the shortcomings identified in personnel planning. Recruitment activities begin when the candidates begin to search, and end when they submit applications." And Simamora (1997: 214) explains that recruitment has three goals:

- a) Have a large set of job applicants so that the organization will have a greater opportunity to elect candidates who are deemed to meet the organization's qualification standards.
- b) Obtain employees who are good executors and will remain with the company for a reasonable period of time. This goal is a post hiring goals.

- c) Obtain the spillover effects of raising the organization's general image so that failing applicants must have positive impressions of the company.

Meanwhile, according Darodjat (2015: 57) states that in addition to having a clear purpose, recruitment has rules or principles that need to be considered when a company will make the recruitment process. The principle is as follows:

- a) The quality of employees to be recruited must be in accordance with the required needs, for that previously needs to be made job analysis, job descriptions, and job specifications.
- b) The number of employees required should be in accordance with the available jobs. To obtain this need to be done analysis of labor needs (workforce analysis)
- c) The required costs are taken into account as economically as possible.
- d) Strategic planning and decisions on recruitment.
- e) Flexibility
- f) Legal considerations.

According Hasibuan (2013: 41) in Fitri, (2014:7-8), Indicators of the recruitment system in accordance with the objectives of the company there are 3, namely:

1. Basic Withdrawal

Basis of withdrawal of employee candidate must be determined first so that applicants who enter the application in accordance with the job or occupation of interest.

2. Withdrawal Resources

The source of employee withdrawal comes from internal recruitment and external recruitment of the company, namely:

- a. Internal recruitment sources, in recruitment include existing employees who may be nominated for promotion, rotated duties as well as former employees employed or recalled.
- b. An external recruitment source, is a source to get employees from outside the company who have certain weights or qualifications.

3. Withdrawal Method

Recruitment methods are specific ways to attract potential employees into the company, new employee withdrawal methods are divided into two categories:

- a. The closed method is when the withdrawal of the work is informed to certain employees or persons only. As a result, applications that enter relatively little so that the opportunity to get a good employee candidate becomes difficult.

- b. The open method is when the withdrawal of work is widely informed by advertising in mass media, print and electronic to spread widely to the public.

The withdrawal of open methods is more commonly used by companies to expect multiple applications to enter so that the chances of getting qualified employees are greater. From some understanding and the above methods that are in accordance with the Recruitment at the Regional Personnel Agency of Yogyakarta is a method according Hasibuan, because in the method is clearly explained.

1.6.2.2 Selection

Selection process is a series of special stages used to decide which applicants will be accepted. The process begins when the applicant applies for work and ends with an acceptance decision. According to Mondy (1996) in Yulliyanti (2009:2) Selection is the process of choosing from a group of applicants the best suited for a particular position. The selection process can be said to be a decisive early stage for the organization to obtain candidates who have reliable and professional skills.

According to Jackson et al selection is the process of obtaining and using information about job applicants to determine who is employed to fill positions in the long term or briefly. Selection aims to select the desired workforce, as explained by Martoyo that the purpose of selection is to get the most appropriate force to assume a certain position. Selection is a two-way process whereby

organizations offer job positions with reasonable compensation, while prospective applicants evaluate the organization and attractiveness of positions and rewards the organization offers.

Husein, (1997: 8) says that the selection process is basically a systematic effort made to better ensure that those who are accepted are deemed most appropriate, either by the established criteria or the required amount. The systematic attempts, for example, are carried out with the following stages:

1. Document Selection
2. Psychotest
3. Intelligence test
4. Personality Tests
5. Talent and Capability Test
6. Health Tests
7. Interview.

1.6.3 Transparency

The term transparency is very closely related to the information. According to Mardiasmo (2006:18) Transparency means the government's openness in providing information related to public resource management activities to those who need information. Transparency of a freedom to access the political and economic activities of the government and its decisions.

Transparency according to Transparency International (2009:44) refers to the “characteristic of government, companies, organizations and individual of being open in the clear disclosure of information, rules, plan, process and action”. Meanwhile as a principle, it refers to a duty of public officials, civil servant, the managers and directors of companies and organization to act visibly, predictably and understandbly. Transparency is built on the free flow information, directly accessible information for those who concerred, and the availability of adequate information to be easily understood from United Nation, 2007.

According to the Indonesian Transparency Society (MTI), the principle of openness requires that governance be carried out in an open or transparent manner, namely that various policies in governance must be clear, not clandestinely, but all things are well planned and accountable to the public.

Transparency basically has two aspects, the first relationship between the government to the public and the second is the right to the community to be able to access information related to the government. These two aspects would not have been achieved if the government had never made performance improvements as a goal of good governance. Media itself is an important element in transparency. The role of the media itself is as a means to communicate to the public so that the public can find information about relevant and reliable government.

Transparency is a principle that guarantees access or freedom for everyone to obtain information about the administration, there are information on policies,

processes of manufacture and implementation, and the results achieved (Krina, 2003:13). According to Kim (2007:71), as for the elements of transparency include:

1. Clarity in the sense easily understood by society
2. Accessibility in the sense of two-way information exchange,
3. Integration in the sense of being able to explain and provide additional information needed by the community
4. Rational in the sense of a consistent, standardized, formal, and can be upgraded

Lalolo (2003: 13) transparency is a principle that ensures access or freedom for everyone to obtain information about governance, there are information on policies, manufacturing processes and results achieved. Lalolo (2003:13) mentions the indicators and measurements of the principle of transparency in good governance. Transparency indicator tools in good governance include:

- a) Provision of clear information about procedures, costs and responsibilities.
- b) Ease of access to information. When it comes to freedom of access to information and access to public information, it implicitly speaks of human rights.
- c) Develop a grievance mechanism.

d) Increasing the flow of information through cooperation with mass media and non-governmental organizations.

Lalolo (2003:14) mentions Measurement Instrument of transparency principle in Good Governance include:

- 1) Publication of public policy through communications tools: annual reports, brochures, leaflets, information centers, media coverage, public service announcements, websites, bulletin boards, local newspapers.
- 2) Information presented in the form of: service reference, data maintenance, public activity report, complaint procedure.
- 3) Handling Complaints: local and mass media news, notice of response, personnel, time limit response, opinion polls & surveys on public policy issues, comments and notes for draft policies and regulations, service user surveys.
- 4) Institutions and regional organizations: Bawasda, PMD office/ BPM office, Kominfo office, cross forum perpetrators.
- 5) Community meeting: People's pulpit.

So it can be conclude that the concept of transparency is the focus on a situation where all aspects of the process of organizing services are open and can be found easily by the user with the stakeholders who are in need. If all aspects of the process of organizing services such as requirements, costs and the time required, the manner of service, as well as the rights and obligations of providers

and users of the service are published openly so easily accessible and understood by the public, then the practice of organizing services that can be assessed has high transparency. On the contrary, if most or all aspects of the process were closed and service providers the information difficult to obtain by the users and other stakeholders, then organizing services that do not meet the rules of transparency (Rusli, 2004) in Anysyah Syam (2015:46). Of all the notions of transparency above, CPNS acceptance of transparency through the CAT method is that all the information there is on this selection must satisfy the elements of information disclosure, availability information and easy to understand.

1.7 Conceptual Definition

The conceptual definition is the drawing of a boundary that explains a concept briefly, clearly, and firmly (Chourmain, 2008: 36). Conceptual definition defined the theory according to how the researcher understands and used the concept. So the conceptual definition brings together an understanding of the underlying notion of avoiding misunderstanding in understanding the term or meaning in this study.

1.7.1 Transparency

Transparency means the government's openness in providing information related to public resource management activities to those who need information. Transparency of a freedom to access the political and economic activities of the government and its decisions (Mardismo : 2006:18).

1.7.2 Human Resources Management

Human resource management (HRM) is a planning, organizing, direction, and oversight of procurement, development, compensation, integration, maintenance, and termination of employment relationships with a view to achieving the objectives the company's integrated organisation (Husein, 1997:3).

1.7.3 Recruitment

Recruitment is an activity to search for as many candidates as possible with available vacancies. Sources where such potential employees can be obtained through various sources, such as educational institutions, the Ministry of Manpower, consultancy firms, advertisements in mass media and labor within the organization itself (Husein 1997: 8)

1.7.4 Selection

The selection was systematic efforts undertaken in order to better ensure that they received is deemed most appropriate, either with the predetermined criteria or the amount required (Husein, 1997:8)

1.8 Operational Definition

Operational Definition is a definition given to a variable by providing an operational necessary to measure that variable (Nazir, 1985: 30). Operational definitions are instructions on how to collect all the necessary data for ongoing research that tells how to measure variables. Operational definition is used in order to know which indicators are the basic of measuring research variables. In

accordance with the title of the study: "Analysis of transparency in the process of selection and recruitment candidates of civil servants (CPNS) in Regional Employment Agency (BKD) Yogyakarta City 2014", then the operational definition needs to be clarified as follows:

1.8.1 Indicators of Transparency

The elements of transparency include:

1. Clarity in the sense easily understood by society
2. Accessibility in the sense of two-way information exchange,
3. Integration in the sense of being able to explain and provide additional information needed by the community
4. Rational in the sense of a consistent, standardized, formal, and can be upgraded

1.8.2 Indicators of process recruitment

Indicators of recruitment system in accordance with the purposes, there are three, namely:

1. The basis of Withdrawal
2. The source of the withdrawal, and
3. the method of withdrawal.

The basis of the withdrawal of the prospective employees must be set before in order for the applicants who submit application in accordance with the job or position of interest derived from sources of employee withdrawal of internal recruitment and external recruitment company, there are :

- a. Internal recruitment sources, in recruitment include existing employees who may be nominated for promotion, rotated duties as well as former employees employed or recalled.
- b. External recruitment sources, obtaining employees from outside the company that has certain weight or qualification.

Recruitment methods are the specific ways used to attract potential employees into the company, the method of withdrawing new employees is divided into two, namely:

- a. The closed method is when the withdrawal of the work is informed to certain employees or persons only. As a result, applications that enter relatively little so that the opportunity to get a good employee candidate becomes difficult.
- b. The open method is when the withdrawal of work is widely informed by advertising in mass media, print and electronic to spread widely to the public.

1.8.3 Indicators of process selection

Indicators of process selection are :

1. Document Selection

2. Psychotest
3. Intelligence test
4. Personality Tests
5. Talent and Capability Test
6. Health Tests
7. Interview.

1.9 Research Methods

Understanding the method according to Winarno Surachmad was the main way used to achieve a goal. Using techniques of data and tools. The main ways that investigators obtained after taking account of or reviewed the investigator as well as of an investigator.

1.9.1 Types of Research

This research uses qualitative research methods to obtain data and information. Qualitative research is a holistic approach that involves discovery. According to Creswell (2004:201) “Qualitative research is also described as an unfolding model that occurs in a natural setting that enables the researcher to develop a level of detail from high involvement in the actual experiences and one identifier of a qualitative research is the social phenomenon being investigated from the participant’s viewpoint.

So in this study will be used in a variety of many sources such as journals, books, websites, and interviews to explain the transparency in the process of selection and recruitment candidates of civil servants (CPNS) in Regional Employment Agency (BKD) Yogyakarta City 2014.

1.9.2 Unit Analysis

In this study, the researcher will obtain data and information from several sources. The unit of analysis in this research is Analysis of transparency in the process of recruitment and selection candidates of civil servants (CPNS) in Regional Employment Agency (BKD) Yogyakarta City 2014.

1.9.3 Data Resources

In the collection of data, then the researcher obtains data in accordance with required through several data source as follows, namely:

1. Primary Data

Primary source is a data source that directly provides data to the data Gatherer. In this research the primary data obtained directly from the results of the interviews obtained from informant or informants who were considered potential in providing relevant information and actual field.

2. Secondary Data

Secondary data is data as the primary data and the supporting literature and documents as well as data culled from an organization or company with the

real problems that are present on the location of the researchers in the form of reading material, references, and reports of earlier researchers.

1.9.4 Data Collection Technique

In this study using data collection techniques as follows:

1. Observations

Observation is the collection techniques have specific characteristics when compared to other techniques. The observation in this study that was done was direct observation.

2. Documentation

The documentation is seeking data about things or variable in the form of a note, transkrip, books, letters, magazines and so on. In this case the documentation obtained through documents or archives from that institution in thoroughly. Documents can be in the form of a recording, a written report, a compilation of legislation, as well as reports from the institutions related to this research.

3. Interview

Interview conducted using non guided method, researchers ask questions to the parties interviewed by the order of questions in accordance with the points that have been formulated in a familiar and familial, but not deviating from the objectives of the initial interview. Researchers also developed questions that spontaneous to support the necessary data in this study. In this study the interview aims to dig into the data and information.

1.9.5 Technique of Data Analysis

According to Hatch defined analysis as a systematic search for meaning. He also stated that this is a way to process qualitative data that has been collected, thereby it can be communicated and disseminated to public. Analysis means collecting and checking data that enables researcher to find pattern or any relationship, develop explanations, make interpretation, build a criticism or produce a theory of the research conducted (Hatch, 2001:148)

In analyzing the data obtained in this study, the author uses descriptive qualitative analysis techniques, namely an engineering analysis that was done through logical thinking, either deductive, inductive, or comparative analogy with the purpose for obtaining of information or the information of the object examined. Qualitative data analysis was performed by means of the analysis of the context of the review of the literature and analysis of interview results statements from the informant.